

**Based on a three-year study of over 3,000 executives, Daniel Goleman identified six different leadership styles.**

<http://www.skillsyouneed.com/lead/leadership-styles.html>

## The Six Leadership Styles (Goleman)

	<b>Commanding</b>	<b>Visionary</b>	<b>Affiliative</b>	<b>Democratic</b>	<b>Pacesetting</b>	<b>Coaching</b>
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83.

**Take the survey of your leadership style:**

<http://www.skillsyouneed.com/ls/index.php/325444>

Linked on the wikispace

## **Reflection questions from the leadership presentation**

Reflection question 1:

**How might our knowledge of what is a leader impact World Language education, encourage program development and transform learner outcomes?**

Reflection question 2

**How will your new knowledge about leadership impact you as a leader?**